



ASSISTANT SECRETARY OF THE ARMY MANPOWER AND RESERVE AFFAIRS



**STRATEGIC PLAN
2006 - 2009**

July 2006



Message from the Acting Assistant Secretary of the Army for Manpower and Reserve Affairs

It is my pleasure to provide this copy of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) Strategic Plan. This plan sets out an ambitious road map for change in the ASA (M&RA). As a guiding document, the 2006-2009 ASA (M&RA) *Strategic Plan* sets clear and concise direction to better position our ASA (M&RA) leaders and staff to make the right decisions, while continuously adapting to the changing needs of our Federal Government, the Army and our Soldiers.

Today, America remains a nation at war. The Army is deployed worldwide defending democracy and fighting the Global War on Terror, while continuing to transform, modernize and realign our forces to meet current and future needs. As the Department's priority, the Global War on Terror (GWOT) carries with it significant force and personnel challenges, not the least of which is the recruiting and retaining an All Volunteer Force, building our modular force capabilities and redefining the role of our Reserve components. The ASA (M&RA) must lead the way in transforming our manpower, personnel, and Reserve Affairs areas to meet the needs of the Army and our nation.

As you review our plan, you will notice it builds upon the significant progress we have made over the past year and provides direction for our collective efforts in an environment shaped by DoD transformation, post 9/11 adjustments and constrained resources. Today, more than ever, we recognize the need to look towards the future and anticipate those areas that require change, establish clear priorities and quickly adapt our organizations and functions. Our Strategic Plan explicitly focuses on seven goals:

- Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century.
- Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian.
- Train and educate Army Soldiers, leaders and civilians.
- Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.
- Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow
- Support soldiers, veterans, civilians and families through timely, fair and equitable decisions.
- Advocate Reserve matters within the Army, OSD and the Joint Staff.

I encourage your feedback on our performance and ask for your full support and participation as we execute our strategic plan.


Daniel B. Denning
Acting Assistant Secretary
(Manpower and Reserve Affairs)

Table of Contents

| | <u>Page</u> |
|--|-------------|
| Executive Summary | 1 |
| About ASA (M&RA) | 5 |
| Situational Assessment..... | 9 |
| Strategic Planning Approach..... | 12 |
| ASA (M&RA) Mission, Vision and Values | 13 |
| Strategic Goals and Performance Objectives: | |
| Goal 1 | 16 |
| <i>Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century.</i> | |
| Goal 2..... | 19 |
| <i>Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian.</i> | |
| Goal 3..... | 23 |
| <i>Train and educate Army Soldiers, leaders and civilians.</i> | |
| Goal 4..... | 26 |
| <i>Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.</i> | |
| Goal 5..... | 29 |
| <i>Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow.</i> | |
| Goal 6..... | 32 |
| <i>Support Soldiers, veterans, civilians and families through timely, fair and equitable decisions.</i> | |
| Goal 7..... | 34 |
| <i>Advocate Reserve policy and resourcing matters within the Army, OSD and the Joint Staff.</i> | |
| Appendix A: Strategic Planning Approach..... | 37 |
| Appendix B: ASA (M&RA) History..... | 41 |
| Appendix C: General Order 3, ASA (M&RA) Excerpt..... | 43 |
| Appendix D: Performance Measures Summary | 45 |

EXECUTIVE SUMMARY

Mission

Why we exist

Supervise Manpower and Reserve Component Affairs for the Secretary of the Army

Vision

Shared image of the organization

Lead the human capital enterprise for America's all-volunteer Army: relevant and ready, agile and adaptive, organized for the 21st century

Values

Our guiding principles and standards

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

Goals and Objectives

Operational framework to fulfill organizational mission and achieve vision

Goal 1: Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century.

Objective 1.1:
Develop workforce sizing and mix options.

Objective 1.2:
Shape options to balance Active Component/Reserve Component force structure.

Objective 1.3:
Shape the transformation of Army organizations and functions.

Objective 1.4:
Enhance Army manpower requirements process.

Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian.

Objective 2.1:
Put plans, policies and guidelines in place to meet recruiting and retention goals.

Objective 2.2:
Foster renewed connectivity with Army veterans, supporters and families.

Objective 2.3:
Implement the National Security Personnel System for the Army with necessary plans, policies and guidelines.

Objective 2.4:
Remove obstacles, barriers or bias to ensure that expected participation rates are met, support Army requirements and embrace Army vision and values.

Objective 2.5:
Effectively transition the Army to the new advertising agency.

Objective 2.6:
Take action to develop, update and issue policies, programs and/or regulations in support of current and future force needs.

Objective 2.7:
Identify barriers to civilian Equal Employment Opportunity in the workplace.

Goal 3: Train and educate Army Soldiers, leaders and civilians.

Objective 3.1:
Provide guidance and direction to the Training Program Evaluation Group.

Objective 3.2:
Shape the design and execution of the Army Forces Generation training strategy for the Army.

Objective 3.3:
Advance the Army's implementation of the Office of the Secretary of Defense's language roadmap.

Objective 3.4:
Guide the development of training strategies that enable an Operational Reserve.

Objective 3.5:
Shape the development of training strategies that enable modularity/transformation.

Goals and Objectives

Operational framework to fulfill organizational mission and achieve vision

Goal 4: Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.

Objective 4.1:
Apply continuous process improvement principles to the human capital enterprise.

Objective 4.2:
Adapt ASA (M&RA) organizational construct and sizing to reflect strategic goals and workload.

Objective 4.3:
Increase strategic relationships and communications with other Army and DoD organizational elements, Congress, government, industry and academia.

Goal 5: Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow.

Objective 5.1:
Recruit and attract a talented, motivated and diverse workforce committed to excellence.

Objective 5.2:
Embrace a results-oriented, high performance workforce ethic that links performance to organizational goals and desired results.

Objective 5.3:
Optimize workforce capabilities by continually assessing, training, and developing personnel.

Objective 5.4:
Create a work environment that is conducive to professional success and personal fulfillment.

Goals and Objectives

Operational framework to fulfill organizational mission and achieve vision

Goal 6: Support Soldiers, veterans, civilians and families through timely, fair and equitable decisions.

Objective 6.1:

Make timely, legal, and accurate decisions that support the best interests of the Army, Soldiers, veterans and their family members; Army civilians, former employees and job applicants.

Objective 6.2:

Continually define, measure, analyze, and improve business processes, technology, and organizational structure to meet statutory/regulatory mandates, exceed customer expectations and reduce cycle time and costs.

Goal 7: Advocate Reserve policy and resourcing matters within the Army, the Office of the Secretary of Defense and the Joint Staff.

Objective 7.1:

Develop and coordinate policies that transform the Reserve Component into an accessible force that is trained and ready to meet the challenges of the 21st century.

Objective 7.2:

Improve communications within Headquarters, Department of the Army, the Reserve Components, the Office of the Secretary of Defense and the Joint Staff on Reserve matters.

Objective 7.3:

Ensure the availability of Reserve Component forces to support Combatant Commander requirements.

Objective 7.4:

Work within the Army Staff to increase the awareness of the Army Reserve Component's requirements and contributions as an Operational Force.

ABOUT THE ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE AFFAIRS

The Army exists to serve the American people, protect vital national interests and fulfill national military responsibilities. The Army's mission is to prepare land forces necessary for the effective prosecution of war and military operations short of war. The Army's vision is to remain the preeminent landpower on Earth – the ultimate instrument of national resolve – that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.¹

The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) plays a vital, Congressionally-directed, role in the Army's ability to both meet the challenges of today, as well as those of tomorrow. The Army is fueled by the dedication, professionalism and skills of its all-volunteer military and civilian workforce. ASA (M&RA) provides the strategic direction and the overall supervision for manpower, personnel and Reserve Affairs across all the Army components (Active, Guard, Reserves, civilian and contractor), directly contributing to the successful accomplishment of the Army's mission.

Given the challenges posed by the Global War on Terror (GWOT), the need for improvements in the way we conduct the "business" of the Army, and the constrained fiscal environment, it is more important than ever that ASA (M&RA) focus its resources and efforts on those areas where it can achieve the greatest impact. Accordingly, ASA (M&RA) undertook this strategic planning effort to ensure a proper alignment of ASA (M&RA)'s future direction by effectively anticipating and positioning our organization to meet or exceed the needs of the Army, the broader Department of Defense (DoD) and the Nation.

Organizational Structure

ASA (M&RA) has the principal responsibility of providing the overall supervision of manpower, personnel, and Reserve Component affairs across all the Army components (Active, Guard, Reserve, civilian and contractor). In accordance with Title 10 of the United States Code and Army General Order 3, ASA (M&RA) serves as the Army's lead for civilian and military manpower policy, human resources, review of personnel actions, Active /Reserve Component force structure policy and other critical matters as part of the Army leadership. ASA (M&RA) is located within the Headquarters, Department of the Army (HQDA) at the seat of government, with offices in Arlington, Virginia, Fort Belvoir, Virginia and St. Louis, Missouri. Our organizational structure includes five Deputy Assistant Secretaries (DASAs) responsible for ASA (M&RA) mission areas:

¹ United States Army, "2006 Posture Statement"

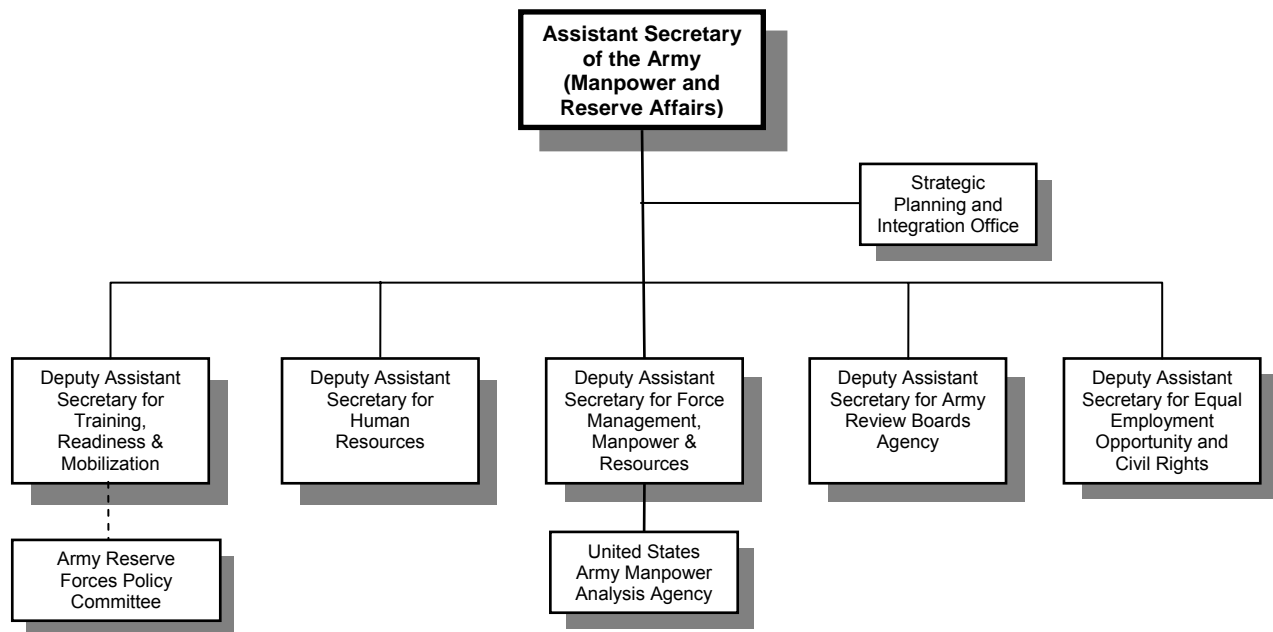


Figure 1. ASA (M&RA) Organization Structure

Human Resources (HR). The DASA for Human Resources provides policy oversight for all military and civilian personnel management, recruiting, military health affairs, military compensation and equal opportunity. HR provides responsive support to the Army by rendering decisions concerning plans, programs, policy formulation and overall practices in Army Human Resources. The office provides integrated oversight of special programs, and military and civilian personnel policy areas. They participate in the policy formulation, integration, analysis, results and recommendations for Active Component (AC), Reserve Component (RC), civilian, and contractor personnel. This office also reviews and provides recommendations to the ASA (M&RA) on Active, Guard, Reserve, civilian, and contractor human resource policy in the areas of: legislation, resourcing, automated systems, awards, compensation, health affairs, medical readiness, recruiting, retention, casualty affairs, Arlington National Cemetery, Army language programs, equal opportunity, equal employment opportunity, diversity, sexual harassment, well-being, morale, welfare and recreation, family programs, marketing, education, Army history and leadership and lawful command policy. These actions extend to relationships and transactions with Congress and both governmental and non-governmental organizations. The duties of the Co-chair for the Manning Program Evaluation Group (PEG) are also performed by HR for responsibility for programming established fiscal amounts in total obligation authority to meet obligations under public law.

Training, Readiness, and Mobilization (TRM). The DASA for Training, Readiness, and Mobilization provides policy oversight, direction and organization of Reserve Affairs, Mobilization, Readiness and Training within the Army. TRM develops and oversees training, readiness and mobilization policies, plans and programs affecting Army (AC

and RC) personnel; and those policies and programs affecting the integration of the AC and RC of the Army. In conjunction with the Army Staff, TRM develops, implements and reviews all policies and programs pertaining to mobilization, demobilization and accessibility of the RC's; readiness resourcing and reporting; training institutions and support; training aids and devices; individual and unit training; and professional and leader education and development. Additionally, TRM is an advisor to the Army Reserve Forces Policy Committee (ARFPC) and Co-Chair for the Training PEG.

Force Management, Manpower and Resources (FMMR). The Deputy Assistant Secretary for Force Management, Manpower and Resources (FMMR) is responsible for oversight of Army-wide force management and manpower policies and inherently governmental/out-sourcing exemption policies/in-sourcing policies within the ASA (M&RA) purview. The scope of the DASA (FMMR) organization encompasses all five manpower components (Active, Guard and Reserve Military, civilian and contractor) across the Department of the Army. The DASA (FMMR) is the primary advisor to the ASA (M&RA) on business and process improvement methodologies and represents the ASA (M&RA) on the Army-wide Planning, Programming and Budgeting Committee (PPBC). The DASA (FMMR) also serves as an advisor to the ASA (M&RA) and EOH on Army issues and trends in management headquarters accounts, civilian manpower management and service contract reporting actions. The DASA (FMMR) directs the activities of the U.S. Army Manpower Analysis Agency (USAMAA), a field operating agency, chartered to conduct manpower and organizational studies, develop and approve manpower models and provide recommendations to the DASA (FMMR) and the ASA (M&RA) that assist them in exercising their oversight responsibilities in the area of manpower policy, organizational design and force structure management.

Army Review Boards Agency (ARBA). The DASA for the Army Review Boards Agency (ARBA), on behalf of the Secretary of the Army, serves as the highest administrative level for review of personnel actions taken by lower levels of command. The Agency administers ten boards: the Army Board for Correction of Military Records, the Army Discharge Review Board, the Army Active Duty Board, the Army Board of Review for Eliminations, the Army Grade Determination Review Board, the Ad Hoc Board, the Army Physical Disability Appeal Board, the Army Physical Disability Review Board, the Army Disability Rating Review Board and the Army Clemency and Parole Board. The Agency processes in excess of 17,000 applications annually.

Equal Employment Opportunity/Civil Rights (EEO/CR) Agency. The DASA for the Equal Employment Opportunity/Civil Rights (EEO/CR) provides oversight and develops policy, guidance and directives for Department of the Army's Equal Employment Opportunity and Affirmative Employment Programs that affect Army employees. The office promotes equal opportunity in hiring, advancement, training and treatment to ensure that all stakeholders and applicants have equal opportunity and access to engage in fair competition for employment opportunities and other programs administered by the Army. This includes advocating change to overcome barriers that restrict equal employment opportunity for women, minorities and individuals with disabilities.

Strategic Planning and Integration Office (SPIO). The Chief of the Strategic Planning and Integration assists the ASA (M&RA) and Principal Deputy Assistant Secretary in setting the strategic direction for ASA (M&RA). The office provides analytical support, synthesizes planning guidance and develops an annual performance plan specifying measurable performance goals, objectives and measures reporting on results. SPIO facilitates strategic thinking and initiatives.

SITUATIONAL ASSESSMENT

The Army is engaged in substantial strategic, operational and tactical changes. These changes are complex and challenging. In chartering the ASA (M&RA)'s work over the next three to five years, this strategic plan takes into account these key internal and external trends, issues and challenges that will shape the ASA (M&RA) business areas. In this situational assessment, we address the primary factors that will inform the ASA (M&RA)'s goals and objectives.

Current and Future Security Environment

The 2005 National Defense Strategy defines the nature of the current and future security environment as being comprised of four challenges (irregular, catastrophic, traditional and disruptive). These challenge areas will increase the intricacy and difficulty of future military operations in three principal ways: complex physical terrain, complex human terrain and complex informational terrain. This environment will require a Joint force that is: capable of expeditionary, campaign-quality, distributed operations and sustained land combat; highly mobile and networked; inherently adaptive and flexible; and culturally aware. The future security environment will be further characterized by an increase in operations occurring in the human dimension; speed and simultaneity of operations; missions for homeland defense and support to civil authorities; multidimensional operations; interagency collaboration; and multinational operations. The use of technology as an enabler and competitive learning will also increase and become progressively more vital to our success in future operations.

Sustaining the All-Volunteer Force

Recruiting, retaining and sustaining the Army's all-volunteer force are critical to the Army's overall success. The Army faces significant recruiting challenges. As the largest of the military Services, the Army military recruiting goal for 2006 exceeds 186,000 Soldiers for the Active and Reserve components, as compared to approximately 140,000 recruits for the other Services combined.² Additionally, the civilian workforce is aging, we are confronted with increased competition for the best and brightest personnel, and we are experiencing a significant shift in our civilian personnel management system with the advent of the National Security Personnel System (NSPS). To attract and keep quality military and civilian personnel, we must continue to work diligently to identify and remove barriers to equal employment and equal employment opportunity. Furthermore, the Army's policies and procedures must be flexible and responsive to enable our Army's forces.

² United States Army, "2006 Posture Statement"

Reserve Components

Our efforts to sustain the all-volunteer force largely hinge on our ability to sustain higher levels of readiness within the Army's RC (both the Army National Guard and the Army Reserve), particularly in the areas of recruiting, retention and training. Our RC is being utilized in fundamentally new and different ways. The Army must complete the evolution of the RC into an operational vice a strategic reserve. The Reserve Components are critical components of the Army's operational force and how we will prosecute the Global War on Terror. This new paradigm requires the Reserve forces to be manned, trained and equipped appropriately to support both ongoing and unanticipated future operations. This transition requires transformation and modernization of the RC. We must provide effective advocacy for Army Reserve affairs issues within the Army, to ensure that the Reserves are fully prepared to be operationally ready when needed, to champion the needs of the RC and to enable the RC to thrive.

Enhancing Readiness

It is not enough to have the right organization, doctrine and manpower. We must develop our human resources to meet both known and unanticipated operational and institutional requirements. Training transformation will allow us to leverage current and emerging modalities to train the force and develop our leaders to provide the full spectrum of Army capabilities. The Army's training strategy for sustaining the availability of forces will be synchronized with the Army's equipping and manning strategies by the Army Force Generation (ARFORGEN) plan. As a readiness model for both Active and Reserve forces, ARFORGEN leverages modular unit designs and operational cycles to prepare and, as required, deploy units in more predictable patterns. Successful implementation of ARFORGEN implementation relies on providing the right training to the right units at the right time. In addition, DoD faces critical shortfalls in foreign language and cultural awareness skills; the Army must address these shortfalls and build a training and education program that can provide these skills and competencies.

Transformation

As the Army transforms its operational components to better meet the challenges of the 21st century security environment and improve fighting effectiveness, we must also transform our business processes to free resources to use for our most pressing operational needs. We are operating in a resource constrained environment, relying on supplemental funding for the Army's current operations. We must transform across the Army, including the Army's human capital enterprise, to increase efficiency and effectiveness and free financial and human resources for redirecting to warfighting missions. These changes may include process and related business improvements, as well as assessing current organizational constructs to ensure that we have resources

appropriately arrayed against mission critical functions. Our ability to continuously and measurably improve our business processes depends on our ability to instill a results-based, performance-focused culture. We must build and cultivate relationships with our partners in the Army's human capital enterprise to affect these and other lasting improvements.

Total Workforce

Today's working environment is complex and competitive. The Army needs a skilled, diverse and cohesive team that will not only change, but lead the change in the DoD's human capital enterprise. Mission accomplishment in the Army relies on the "right" total force to succeed. This force should reflect the demographics of our great nation and be comprised of a mix of staff types that are enabled with the right tools and training. In all actions, the Army must encourage and expect equal opportunity and diversity. We must embrace personnel systems that encourage high achieving, consistent behaviors and measure results. Good results should be recognized and rewarded, and poor results dealt with appropriately. The Army today has a vibrant, committed workforce. We must continue to support and build upon that workforce to maintain this competitive advantage.

Global War on Terror

The Global War on Terror (GWOT) is the top priority and challenge for the DoD. GWOT has introduced new enemies, threats and tactics and is changing the way DoD plans and executes warfighting, as well as the capabilities needed to support warfighting. Accordingly, to successfully prosecute GWOT and ensure our Nation's security, the Army is adapting its forces to be capabilities-based, modular, flexible and rapidly deployable. The Army is building a campaign-quality, modular force of Brigade Combat Teams (BCTs) organized into three standard designs (Infantry, Heavy, or Stryker), supported by Active and Reserve Support Brigades. The Army is building new deployment plans called the ARFORGEN model to man these forces. To support these deployment cycles and to build the "right" force, we must consider and address the size of the workforce, the workforce composition and the policies required to shape and guide Army's manpower determinations to ensure that they are dynamic, responsive and credible to changing needs.

STRATEGIC PLANNING APPROACH

ASA (M&RA) plays a critical role in managing Army human capital, enabling the Army to achieve its mission. To ensure support and accomplishment of Army goals, ASA (M&RA) developed a strategic plan designed around existing Army and DoD planning intent and parameters. These documents help define where we are going, how we will get there and how we will recognize success.

ASA (M&RA) planners reviewed and analyzed core documents such as the Army Plan, the Army Strategic Planning Guidance (ASPG), the 2006 Army Posture Statement (APS), the Army's Strategic Management System (SMS), the Quadrennial Defense Review (QDR) and related materials. This information was supplemented by information garnered during detailed interviews with more than forty senior leaders from organizations both internal and external to the ASA (M&RA). External participants included organizational leaders from across the Army, DoD, private sector and Congress. Insights obtained from these senior leaders and interested stakeholders were used to identify trends and issues and shape our mission, vision, goals and objectives. Using this information, ASA (M&RA) leadership convened a series of working sessions that resulted in the development of: the overarching organizational mission, vision and values; goals and objectives to describe how we will achieve our mission and vision; and measures to gauge our progress.

Strategic goals are the broad outcomes or impacts sought. Objectives are the results needed to be accomplished in order for the goals to become a reality. They work in tandem with goals and are specific, quantifiable and time bound statements of accomplishments or results. It is assumed that accomplishment of our objectives will result in achievement of the goals.

This strategic plan lays out the path we will take to accomplish our mission, advance our vision and integrate our core values throughout ASA (M&RA). In order to operationalize this plan, the Office of the ASA (M&RA) is currently developing detailed action plans that link day-to-day operations with strategic goals and objectives. These plans will be completed by the end of September 2006. When developed, these plans will provide details on the major steps that need to be taken to implement the plan, as well as responsibilities, timeframes, targets and deliverables.

To evaluate our progress, we will use a program evaluation approach. The Government Performance and Results Act (GPRA) calls for agencies to use program evaluations to assess the manner and extent to which Federal programs achieve intended objectives. We will execute this evaluation on a quarterly basis. These retrospective evaluations will be more valuable in making year-to-year adjustments in program management than in setting long-range goals which anticipate future conditions.

ASA (M&RA) MISSION, VISION AND VALUES

Mission

ASA (M&RA) Mission

Supervise Manpower and Reserve Component Affairs
for the Secretary of the Army (SA).

The ASA (M&RA) mission statement is a declaration of our purpose. It clarifies why we do what we do. Everything we do contributes to the Army's mission and furthers the Army's vision.

The ASA (M&RA) mission is firmly grounded in statute and regulation. Title 10 of the United States Code³ establishes the ASA (M&RA) as an entity and provides the mission foundation. In U.S. Code, Title 10, the ASA (M&RA) has, as his principal duty, "the overall supervision of manpower and reserve component affairs of the Department of the Army." The Headquarters, Department of Army, General Order No. 3 provides further detailed descriptions of ASA (M&RA)'s responsibilities. Per General Order No. 3 (dated 9 July 2002), ASA (M&RA) serves as the Army's lead for civilian and military manpower policy, human resources, the review of soldier records, reserve/active component force structure policy, the Army-wide Equal Employment Opportunity Program, and other critical matters as part of the Army leadership.

In fulfilling this mission, ASA (M&RA) will lead, shape, direct and manage Army activities, working in collaboration with our partners, within the human capital enterprise. The roles and responsibilities of the ASA (M&RA) extend beyond the traditional components of Human Resource Management. The ASA (M&RA) also has responsibility for providing oversight and direction to the Army's total force management, manpower and workforce management programs. This authority extends to all five components of the Army (i.e., Active, Guard, Reserve military, civilian and contractor). Additionally, the Secretariat's oversight and direction extends to the areas of training, readiness and mobilization policies, plans and programs affecting the Army (Active and Reserve Components) with a strong emphasis on reviewing all policies and programs pertaining to mobilization, demobilization and accessibility of the Reserve Components.

In all of these areas, ASA (M&RA) will provide proactive leadership, shape policy development and supervise policy execution.

³ Title 10, Chapter 303, Section 3016

Vision

ASA (M&RA) Vision

ASA (M&RA) will lead the human capital enterprise for America's all-volunteer Army: relevant and ready, agile and adaptive, organized for the 21st century.

The vision statement describes what ASA (M&RA) will look like in the future as we fulfill our mission. The vision guides us and provides the ASA (M&RA) direction. It is firmly grounded in the ASA (M&RA) mission, which articulates our fundamental and enduring purpose, and considers the challenges surfaced in our situational assessment. ASA (M&RA) is uniquely positioned to provide unifying focus throughout the Army's human capital enterprise. Manpower and Reserve affairs issues posed by GWOT, sustaining the all-volunteer force, transition to modularity, business transformation and workforce challenges must all be addressed.

To attain this vision, we will be strategic in outlook, innovative in process and world-class in execution. We will not only respond to today's human capital needs; we will forecast tomorrow's and shape the human dimension of America's Army accordingly, in order to sustain a ready and relevant Total Force. This vision provides direction for our priorities and our future path.

Values

The ASA (M&RA) organizational values directly support the Army individual values. The values characterize the culture of ASA (M&RA) and communicate our philosophy in approaching our mission and advancing our vision. These are the guiding principles that help to determine our culture, set the context in which decisions are made and are the standards for our actions. Operationally, these are our expectations for our leaders and our workforce, and outline the behaviors we encourage and the actions we want to see demonstrated.

Loyalty

- Ensure the best interests of the Nation and the Army – lead in strategy, plans and policies
- Implement the Secretary of the Army's vision
- Be faithful to the concept that Soldiers are the Army

Duty

- Fulfill our obligations
- Accept responsibility and accountability
- Exercise effective civilian supervision
- Lead by example – set and enforce high standards
- Advance our vision
- Be a positive agent for change
- Enable people to meet their potential
- Care for the Army family

Respect

- Recognize that diversity adds value
- Value the contributions of all
- Treat people as an end, not a mean to an end
- Honor the mission and the importance of your contributions

Selfless Service

- The welfare of the Nation, the Army and your subordinates comes first
- Be a team player
- Champion the organization's direction and needs
- Exceed expectations

Honor

- High moral fortitude
- Propensity for the truth
- Embrace the privilege of public service
- Live the Army's values

Integrity

- Do the right thing for the right reason
- Fundamental to all operations
- Be truthful
- Participate, speak up, be part of the solution
- Be a good steward of taxpayer resources
- Take ownership for your actions

Personal Courage

- Inner strength to express your views to shape decisions
- Embrace change; be agile, innovative and adaptive
- Stand up for what is right

STRATEGIC GOALS AND PERFORMANCE OBJECTIVES

In this section, we describe our seven strategic goals and associated objectives. Strategic goals and objectives help close the gap between the ASA (M&RA) preferred vision and its current situation. During the period Fiscal Year (FY) 2006-2009, ASA (M&RA) will use its resources to work towards accomplishing these seven strategic goals. For each strategic goal, a general introduction and discussion of related challenges is presented. The goal is then sub-divided into multiple objectives that outline the strategies that will enable the ASA (M&RA) to achieve each objective and the performance measures we will use to monitor and report on progress.

Goal 1: Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century.

The Army is a critical component of the Joint Team. The Army provides the Joint Force with the campaign quality combat, combat support and combat service support capabilities necessary to conduct sustained land warfare; this is our unique contribution to the Joint Team and it will be maintained.

To successfully prosecute GWOT and ensure our Nation's security, the Army must provide the Joint Force with relevant and ready capabilities and forces to support the National Security and Defense Strategies—a campaign-quality Army with a Joint and expeditionary mindset. Our Army will retain the best of its current capabilities and attributes while developing others that increase relevance and readiness to respond in the current and projected strategic and operational environments. Adapting our forces to meet the challenges of the GWOT will require a capabilities-based, modular, flexible and rapidly employable Joint-Army team, capable of dominating any adversary and controlling any situation across the full range of military operations. A forward deployed Army must be positioned around the world with the right composition and size to provide the maximum flexibility, agility and lethality to conduct operations across the full military spectrum. Consequently, the ASA (M&RA) strategic plan includes the following objectives aimed at transforming our organizations, processes, doctrine and culture so that the Army is better able to provide this contribution to the Joint Force in a more prompt and rapid manner.

Performance Objectives

1.1. Develop workforce sizing and mix options.

The Army workforce must be affordable, supportable and capable. In sizing the force, the ASA (M&RA) has a mandate from Senior Army Leadership to provide the Army with workforce sizing methods and manpower policies necessary to size and manage the most cost-effective mix of military, civilian employees and contractors consistent with military requirements and balancing risk. To this end, the ASA (M&RA) will develop workforce sizing tools, workforce mix options and policies that assist managers across all echelons to accurately determine their manpower requirements. The ASA (M&RA) will propose alternatives for resourcing manpower requirements that provide Army Leadership the greatest flexibility. Alternatives will consider military necessity, cost, governmental nature of duties, duration of the mission (surge or continuous) and effectiveness. The ASA (M&RA) will continually evaluate the military essentiality of positions to ensure the best use of military personnel in support of force readiness.

1.2. Shape options to balance Active Component/Reserve Component force structure.

Delivering the right Army forces at the right place and time is vital to the Joint Force commander's ability to defeat any adversary or control any situation across the full range of military operations. The Army's ability to successfully provide the Joint Team both rapid expeditionary capabilities and the ability to conduct sustained land campaigns across the full spectrum of operations requires both AC and RC capabilities. To this end, the ASA (M&RA) will continue to examine options for balancing the AC and the RC that increase the relevance and readiness of these forces and ensure the Army's ability to respond to any requirement across the full range of operations, natural disasters, regular and irregular warfare and Defense Support to Civil Authorities (DSCA). AC/RC rebalancing is a continuous process that will develop and mature as the Army transforms. AC and RC forces must be modular, flexible and adaptive. They must be interoperable in order to create capabilities packages that are rapidly deployable and sustainable.

1.3. Shape the transformation of Army organizations and functions.

The Army must transform the total force to meet operational requirements in the current and future security environments. The Army will convert operating forces to modular designs that can be tailored to provide capabilities-based force packages, which can be quickly shaped and scaled to provide response options across the full range of military operations. As the Army transforms the operating forces to modular designs, we must also transform the Institutional Army to sustain it.

The ASA (M&RA) will lead Army efforts to transform the Institutional Army by conducting organizational and manpower studies, promoting and enabling the deployment of Lean Six Sigma throughout the Army, and providing manpower and

workforce mix policies that will deliver higher quality services more quickly and at lower cost. These initiatives will free manpower and financial resources to meet more compelling Army operational needs.

1.4. Enhance Army manpower requirements process.

The ASA (M&RA) will work to create a manpower requirements process that is dynamic, responsive and credible. To this end, the ASA (M&RA) reorganized the USAMAA to meet Army transformation challenges. The transformed USAMAA will review, validate and develop standard manpower and organizational models and workload-based templates, assist with identifying and incorporating best business practices and tools, such as Lean Six Sigma, across the Army and conduct organization and manpower studies in support of Army priorities. The goal is an Army manpower program and organizational structure that incorporates best business practices and Lean Six Sigma principles in support of the Army vision.

| Goal 1: Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century. | |
|---|---|
| Objective | Performance Measures |
| 1.1. Develop workforce sizing and mix options. | <ul style="list-style-type: none"> • Number of military to civilian conversions identified that enable SA end strength plan • Savings resulting from workforce sizing and mix strategies implemented by the SA • Percent of contract services linked to requiring activity |
| 1.2. Shape options to balance Active Component/Reserve Component force structure. | <ul style="list-style-type: none"> • Increase in Low Density/High Demand capabilities to support the ARFORGEN |
| 1.3. Shape the transformation of Army organizations and functions. | <ul style="list-style-type: none"> • Number of Lean Six Sigma projects completed • Number of major organizational studies completed |
| 1.4. Enhance Army manpower requirements process. | <ul style="list-style-type: none"> • Number of manpower models developed for Army-wide application |

Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian.

Recruiting and retaining quality Soldiers and civilians is one of the most important missions for the Army. We are executing a full range of initiatives and incentives to recruit and retain high caliber citizens to man our active, reserve and civilian ranks. Success in the Army is directly linked to the Americans who answer this Call to Duty. We must support the recruitment and retention of the Army's most important asset, its people. Our efforts must include all actions that influence a Soldier or civilian's decision to volunteer or leave the Army. Among these are: support to recruiting; benefit programs; caring for Soldiers and Army families through quality of life and well-being programs; and family and diversity issues.

Performance Objectives

2.1. Put plans, policies and guidelines in place to meet recruiting and retention goals.

At the basic level, this is the reason for our existence as an organization. We must ensure the success of the Army by establishing requirements for Soldiers and civilians that meet the needs of the current and future Army. We must ensure that the Army attracts qualified people capable of meeting the Army mission. We must help the Army keep these qualified people by attending to their needs and those of their families and making the Army a viable, attractive career choice. Activities we might use to achieve this goal include Army studies to define Army needs and potential recruits; review and update officer accession policies and programs (to include the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS)); quality of life and well-being programs; and targeted incentive programs to ensure retention of critical specialties.

2.2. Foster renewed connectivity with Army veterans, supporters and families.

Our veterans, our Army supporters and families have made and continue to make tremendous sacrifices for our Army. They are also a tremendous influence on potential Soldiers, a great source of highly qualified people for the Army's civilian workforce and a vital element in the life cycle of our RC Soldiers. Our objective is to improve our connection with this population to enhance our recruiting and retention efforts. Activities to achieve this objective might include the Freedom Team Salute program; training programs to qualify Soldiers and family members for employment in the Department of the Army Civilian (DAC) system; and enhanced recognition programs for employees.

2.3. Implement the National Security Personnel System for the Army with necessary plans, policies and guidelines.

Our Army is in transition. This transition applies to our civilian as well as military force. The implementation of the National Security Personnel System is vital to that successful transformation. We need to provide the leadership and supervision to ensure this system's success. We will accomplish this objective by reviewing policies and guidelines, and updating, changing and deleting them as necessary.

2.4. Remove obstacles, barriers or bias to ensure that expected participation rates are met, support Army requirements and embrace Army vision and values.

A highly qualified, diverse workforce is essential to the success of our Army. We will ensure that barriers, bias and obstacles to hiring and promoting quality people are sought out and removed. We will also ensure that all hiring programs embrace and support Army vision and values.

2.5. Effectively transition the Army to the new advertising agency.

Advertising has proven an indispensable part of the recruiting process. We must have effective advertising for the limited resources available. To do this, we must successfully transition to our new contract by "greening" the new company to the Army culture, transferring current projects and developing tactics and communications programs that continue to produce the quality targeted products we need to attract potential Soldiers.

2.6. Take action to develop, update and issue policies, programs and/or regulations in support of current and future force needs.

There are a myriad of regulations, policies and programs affecting Army personnel. In a time of transition, many of these will become outdated and obsolete. Others may become a hindrance and still others may need creation. We must be responsive to the needs of the Army during transition and ensure that all guidance supports Army requirements. We will accomplish this by being responsive to requests for changes and exceptions to policy; helping action agencies change or update programs and regulations; and providing oversight to the development and implementation of new programs that address Army needs.

2.7. Identify barriers to civilian Equal Employment Opportunity in the workplace.

Identifying and removing employment and systemic barriers which deny equal employment opportunities for all Army employees and applicants for employment regardless of their race, religion, color, sex, national origin, age or disability is a cornerstone of the Equal Employment Opportunity Commission's (EEOC's) Model Equal Employment Opportunity (EEO) Program. We will be vigilant to ensure

Department of the Army's policies (recruitment, selection, training, promotion, compensation, performance management and reasonable accommodation of disabilities) are clearly defined, well communicated and consistently applied and fairly implemented.

| Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian. | |
|---|---|
| Objective | Performance Measures |
| 2.1. Put plans, policies and guidelines in place to meet recruiting and retention goals. | <ul style="list-style-type: none"> • Meeting Army goals for retention rates • Decreasing initial entry attrition rates • Decreasing Advanced Individual Training (AIT) recycle rates • Decreasing AIT failure rates • Second Lieutenant accession rates • Company grade officer retention rates |
| 2.2. Foster renewed connectivity with Army veterans, supporters and families. | <ul style="list-style-type: none"> • Number of Freedom Team Salute contacts • RC Soldier rehire rate after redeployment • Number of veterans and Army family members filling DA Civilian positions • Positive DA Civilian survey results |
| 2.3. Implement the National Security Personnel System for the Army with necessary plans, policies and guidelines. | <ul style="list-style-type: none"> • Decreasing position vacancy rates • Lower retraining costs • Positive trend on NSPS Baseline review |
| 2.4. Remove obstacles, barriers, or bias to ensure that expected participation rates are met, support Army requirements and embrace Army vision and values. | <ul style="list-style-type: none"> • Attitude survey results • Percentage of personnel selected for promotion • Percentage of personnel selected for schools • Percentage of EEO recruiting goals achieved |
| 2.5. Effectively transition the Army to the new advertising agency. | <ul style="list-style-type: none"> • Percentage of current projects transferred seamlessly • Percentage of products that demonstrate strong understanding of Army culture (avoidance of mistakes from new company) • Percentage of transition executed within budget |

| Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian. | |
|---|---|
| Objective | Performance Measures |
| 2.6. Take action to develop, update and issue policies, programs and/or regulations in support of current and future force needs. | <ul style="list-style-type: none"> • Percentage of redeployed Soldiers receiving Post Deployment Health Risk Assessment (PDHRA) contact increases • Decrease in retiree recall process time • Increase in Army Medical Department (AMEDD) clinician retention rates |
| 2.7. Identify barriers to civilian Equal Employment Opportunity in the workplace. | <ul style="list-style-type: none"> • Number of identified barriers to equal employment opportunity • Participation rates of women, minorities and individuals with disabilities in Army-wide career development training and programs • Percentage of departures (and identified causes) among women, minorities and individuals with disabilities |

Goal 3: Train and educate Army Soldiers, leaders and civilians.

The Army vision centers on producing Soldiers armed with the values, combat skills and mindset that enable them to serve as competent, disciplined warriors. We are committed to working all aspects of the Army's training program to ensure that we equip our Soldiers and civilian employees with the best capabilities to support our nation. ASA (M&RA) must provide the proper guidance, direction and oversight for training resourcing. This proactive involvement is critical towards ensuring valid training requirements are appropriately recognized, prioritized and validated in order to compete for funding. The ASA (M&RA) plays a key and critical role in overseeing the development, approval and implementation of the Army's overarching training strategy. This strategy must be aligned with the Army Campaign Plan (ACP) direction and initiatives associated with implementation of ARFORGEN model. This readiness model establishes a strategy for the training and deployment of our units and Soldiers and supports Army modularity/transformation initiatives. The ASA (M&RA) must ensure the ARFORGEN implementation provides the training to Soldiers at the right time. Furthermore, the ARFORGEN process must properly accommodate the training and readiness requirements of an Operational Reserve while also supporting the Office of the Secretary of Defense (OSD) requirements outlined in the Defense Language Roadmap.

Performance Objectives

3.1. Provide guidance and direction to the Training Program Evaluation Group.

Resourcing for the training of our force is critical. ASA (M&RA) must provide the proper leadership, guidance, direction and oversight to the Training (TT) PEG during all aspects of the Planning, Programming, Budgeting and Execution (PPBES) process. The ASA (M&RA) must serve as an advocate of training requirements during the determination and validation process. This identification, endorsement and validation of training requirements represent the foundational work that positions these programs and priorities for leadership decision.

3.2. Shape the design and execution of the Army Forces Generation (ARFORGEN) training strategy for the Army.

The ASA (M&RA) plays a key and critical role in overseeing the development, approval and implementation of the Army Training Strategy. The Army Campaign Plan (ACP) charts the course for the Army Training Strategy, while the ARFORGEN model

establishes a readiness strategy for the training and deployment of our units and Soldiers. The ASA (M&RA) must ensure ARFORGEN implementation provides the right training to the right units/Soldiers at the right time.

3.3. Advance the Army's implementation of the Office of the Secretary of Defense's language roadmap.

The Defense Language Roadmap is the key directive that drives the Army's language requirements. The Army Senior Language Authority (SLA) must exercise the appropriate degree of oversight and direction to ensure the Army achieves the necessary milestones outlined in the OSD Language Roadmap. Establishing and culturing relationships with the OSD are critical enablers to meet identified program objectives. The SLA must also participate and advise, where appropriate, the Defense Language Steering Committee to ensure all Army equities are properly addressed.

3.4. Guide the development of training strategies that enable an Operational Reserve.

The ARFORGEN and the Army Training Strategy are key enablers to ensure the RC is properly recognized and resourced as an Operational Reserve of the Army.

3.5 Shape the development of training strategies that enable modularity/transformation.

ASA (M&RA) must exercise oversight and input into the development of the Army Training Strategy and the ARFORGEN Implementation Plan to ensure these programs properly provide training and readiness requirements in support of modularity and transformation initiatives.

| Goal 3: Train and educate Army Soldiers, leaders and civilians. | |
|--|---|
| Objective | Performance Measures |
| 3.1. Provide guidance and direction to the Training Program Evaluation Group. | <ul style="list-style-type: none"> • Percentage funding of validated requirements |
| 3.2. Shape the design and execution of the Army Forces Generation Model (ARFORGEN) training strategy for the Army. | <ul style="list-style-type: none"> • On-time implementation of ARFORGEN per approved schedule • Percentage reduction in RC mobilization training time |
| 3.3. Advance the Army's implementation of the Office of the Secretary of Defense's (OSD) language roadmap. | <ul style="list-style-type: none"> • On-time completion of Defense Language Roadmap Army deliverables |
| 3.4. Guide the development of training strategies that enable an Operational Reserve. | <ul style="list-style-type: none"> • Global Status of Readiness and Training Systems (GSORTS) / Defense Readiness Reporting System (DRRS) data on RC readiness • Post mobilization attrition rates • Percentage reduction in medical disqualifications at mobilization sites |
| 3.5. Shape the development of training strategies that enable modularity/transformation. | <ul style="list-style-type: none"> • Training strategy implementation meets transformation milestones |

Goal 4: Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.

The Army is transforming into a lighter, more agile, modular force to better address the challenges posed by GWOT. The Army must accelerate the transformation of our institutional and operational processes to sustain these important commitments and maintain our competitive advantage. The nation cannot accept a 21st century Army that continues to rely on outdated, cumbersome support and business processes. The Army must embrace and adapt an organizational and individual culture that is focused on performance, continuous measurable improvement and accountability which increases efficiency and effectiveness. ASA (M&RA) must be recognized as sound stewards of the trust placed with us by the American people and ensure that the maximum benefit is derived from those scarce resources.

A critical component of the Army's success is our Soldier, the centerpiece of Army operations. The ASA (M&RA) has a critical role in ensuring the human capital domain is prepared to recruit, train, retain, support, compensate, deploy and retire our Soldiers and civilian professionals. ASA (M&RA) will lead the transformation of the human capital domain, with a focus on continuously improving the policies and processes that guide our work and ensuring that we have the appropriate operational construct to support those operations.

Concurrently, we must improve our outreach to others in the public and private sectors in order to leverage better business practices and gain operational insights that will assist in our organizational and business transformation.

Performance Objectives

4.1. Apply continuous process improvement principles to the human capital enterprise.

We must change the way we do our work -- to reduce steps and time to complete activities, to increase our effectiveness, and to achieve cost savings. Achieving the highest levels of performance requires a well-executed approach to continuous improvement and learning. The processes and functions of the Army's human capital enterprise must undergo continuous and incremental improvements to processes, including removing unnecessary activities and variations to provide increased value, quality and responsiveness while reducing cost. ASA (M&RA) must be a leader of change that actively supervises all aspects of Manpower & Reserve Affairs oversight by

embracing transformation in all processes, practices and personnel. ASA (M&RA) must apply process improvement techniques, such as Lean Six Sigma, to analyze processes and policies.

4.2. Adapt ASA (M&RA) organizational construct and sizing to reflect strategic goals and workload.

ASA (M&RA) must develop a sound, proactive workforce and organizational plan that anticipates and integrates the appropriate human resources response to the ASA (M&RA)'s strategic plan goals and objectives. As described in Title 10 and General Order 3, ASA (M&RA) has a broad and diverse set of responsibilities. In line with overall business transformation, we must reexamine the ASA (M&RA) organizational construct, composition and size of our workforce to ensure that we can effectively execute our mandates. This analysis of our organization design and composition allows us to optimize our organizational structure and realign our resources to support the priorities required by the Army and outlined in the strategic plan.

4.3. Increase strategic relationships and communications with other Army and DoD organizational elements, Congress, government, industry and academia.

Our ability to be internally coherent and externally linked is an essential factor of our transformation. We must develop, foster and cultivate an outreach program that maps perceptions and influences networks, identifies policy priorities, formulates objectives and leverages new and existing channels of influence. Overall, ASA (M&RA) needs to establish and implement a systematic, effective approach to increase communication with our leaders, our customers, our stakeholders and other interested parties. We will do this by developing and implementing a strategic communication plan to provide focus for our communications activities. The strategic communication plan will identify the audiences with whom we must communicate; key themes and messages to be conveyed in our communications; the communications vehicles which will be used to deliver the themes and messages; and the timing and schedule for our communications activities. We must learn from each other and use this knowledge to improve our capacity for performance. A culture of outreach and inclusion with other Army and DoD elements, government, industry and academia will enhance operations and increase awareness. Working collaboratively with our private and public sector partners will improve the understanding and support of the goals, values and benefits of the ASA (M&RA) organization and, more importantly, increase awareness of what resources are necessary to build and leverage capabilities.

Goal 4: Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.

| Objective | Performance Measures |
|---|---|
| 4.1. Apply continuous process improvement principles to the human capital enterprise. | <ul style="list-style-type: none"> • Amount of Army resources saved from business transformation efforts in which ASA (M&RA) assisted • Number of Lean Six Sigma (LSS) projects managed (annually) • Percentage of cost avoidance or efficiency improvement demonstrated in programs or work processes • Percentage of eligible leaders trained in LSS • Percentage of eligible staff trained in LSS • Number of staff who participated as Project Sponsor, Subject Matter Expert, Green Belt or Black Belt on LSS projects |
| 4.2. Adapt ASA (M&RA) organizational construct and sizing to reflect strategic goals and workload. | <ul style="list-style-type: none"> • Ratio of military, civilian employees and contractors on-board in support of ASA (M&RA) work • Percentage of managers who indicate that their workforce has the job-relevant knowledge and skills necessary to accomplish the organizational goals |
| 4.3 Increase strategic relationships and communications with other Army and DoD organizational elements, Congress, government, industry and academia. | <ul style="list-style-type: none"> • Number of new alliances or partnerships developed • Number of outreach activities • Number of productive contact events with industry, academia and other Government Agencies • Number of contact meetings or discussions with Congressional members or Staffers |

Goal 5: Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow.

The ASA (M&RA) vision, mission and goals can only be realized if its workforce can develop and realize its full potential. The ASA (M&RA) workforce is our true competitive advantage. It is a complex workforce that is comprised of a balance of active component military, reserve component military, mobilized reservists and full-time civilian employees. This force is further enabled by an outstanding group of contractors. The workforce expects and deserves to be treated fairly and be provided the tools and training necessary to deliver world-class oversight, advice and service. Our team must have a clear understanding of the DoD, Army and ASA (M&RA)'s values and the importance of their individual roles and contributions towards achieving the goals. They must be enabled, empowered and encouraged to be innovative thinkers. We must ensure that organizationally we have the right people in the right place at the right time to meet mission requirements.

As we focus on building and continuing to improve our workforce, both military and civilian, we will deploy an integrated approach to shaping, fielding and developing a high performing, diverse team. Our workforce must be committed to the ASA (M&RA)'s mission and constantly expanding its abilities to help shape the Army and ASA (M&RA)'s future. ASA (M&RA) seeks to provide a workplace environment that positions the workforce for success.

Performance Objectives

5.1. Recruit and attract a talented, motivated and diverse workforce committed to excellence.

Like the Army who relies on the Soldier as its centerpiece, ASA (M&RA) organizational success relies on our people. ASA (M&RA)'s ability to acquire and sustain a highly qualified, diverse workforce is critical. The workforce must be comprised of a balance of military and civilian professionals vested with a combination of leadership and technical skills in order to meet our standards of excellence. In today's competitive environment, potential candidates have multiple employment opportunities. ASA (M&RA) must improve its recruitment approaches to attract the strongest, most qualified employees and position them properly within the organization. We will leverage NSPS flexibilities.

5.2. Embrace a results-oriented, high performance workforce ethic that links performance to organizational goals and desired results.

We are accountable for providing high-quality services at the lowest cost. As a performance-based organization, we must create a culture that motivates employees for high performance based on their contribution to the work of the organization. Every ASA (M&RA) employee has a role to play in achieving the ASA (M&RA) vision, mission and goals. We must embrace the tenets of individual accountability and pay for performance (from a civilian perspective, the National Security Personnel System will trigger changes in personnel and pay rules). ASA (M&RA) must develop and use effective indicators of performance to measure, evaluate and recognize team and individual accomplishments. This strategic objective focuses on establishing an enduring framework that directly links individual employee performance to broader ASA (M&RA) goals, encouraging and rewarding high performance in pursuit of intended results. This linkage will ensure that the workforce is performing duties to support the missions of the DoD, Army and ASA (M&RA).

5.3. Optimize workforce capabilities by continually assessing, training and developing personnel.

The ASA (M&RA) workforce must be capable of adapting to changes in program, ASA (M&RA) and Army direction. We must invest in training, development and education to enhance and refresh our skills and competencies. ASA (M&RA) must provide managers and employees work time and opportunities for training, development and education. Management must also commit resources to ensure that employees receive the training, developmental experiences and tools they need to attain the highest levels of professional excellence and personal growth in order to perform the ASA (M&RA) mission. ASA (M&RA) must periodically review and assess training and development needs and provide appropriate educational, training and other developmental opportunities to the workforce.

5.4. Create a work environment that is conducive to professional success and personal fulfillment.

The working environment is a critical enabler to high performance, productivity and retention. In order to be an “employer of choice”, ASA (M&RA) must provide a work environment conducive to success. The ASA (M&RA) must create a climate that provides employees the opportunity to maintain a productive balance between personal and professional responsibilities. Workforce flexibilities may include consideration of flexible working arrangements, telecommuting, and ensuring that personnel have appropriate workspace/equipment, etc. In order to evaluate the environment, ASA (M&RA) will develop and administer an annual workforce satisfaction questionnaire and analyze the results as part of its emphasis on continuous improvement.

| Goal 5: Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow. | |
|--|---|
| Objective | Performance Measures |
| 5.1. Recruit and attract a talented, motivated and diverse workforce committed to excellence. | <ul style="list-style-type: none"> • Percentage of workforce matched to needs (in numbers and skills) • Average length of time to fill vacancies • Workforce composition/diversity trends |
| 5.2. Embrace a results-oriented, high performance workforce ethic that links performance to organizational goals and desired results. | <ul style="list-style-type: none"> • Percentage of workforce with individual performance standards linked to ASA (M&RA) goals and objectives • Linkage between performance and compensation determinations |
| 5.3. Optimize workforce capabilities by continually assessing, training and developing personnel. | <ul style="list-style-type: none"> • Percentage of resources expended on training • Number of workforce weeks expended on leadership training • Number of workforce weeks expended on technical training • Percentage of annual training plan achieved • Number of workforce weeks expended on developmental assignments |
| 5.4. Create a work environment that is conducive to professional success and personal fulfillment. | <ul style="list-style-type: none"> • Workforce turnover rates • Workforce satisfaction survey results • Number of new workplace initiatives adopted |

Goal 6: Support Soldiers, veterans, civilians and families through timely, fair and equitable decisions.

The Army Review Boards Agency, the Army Equal Employment Opportunity/Civil Rights Agency and the ASA (M&RA) Human Resource Directorate render decisions on behalf of the Secretary of the Army on issues dealing with records, discharges, human resource actions and equal employment for Soldiers, veterans and their families; Army civilian employees, former employees and job applicants. These individuals deserve timely decisions that are accurate and legal, as well as fair and equitable.

Performance Objectives

6.1. Make timely, legal and accurate decisions that support the best interests of the Army, Soldiers, veterans and their family members; Army civilians, former employees and job applicants.

Decisions rendered by these agencies are to be made in a timely manner with consideration for both the applicant and the Department of the Army requirements and expectations. The decisions must be balanced between the interests of the Army, the public and the interests of the applicants. The decisions are based on legal and regulatory requirements giving due consideration to equity, justice and compassion. The decisions must be presented in a clear, concise and accurate manner easily understood by the applicant or other affected parties.

6.2. Continually define, measure, analyze and improve business processes, technology and organizational structures to meet statutory/regulatory mandates, exceed customer expectations and reduce cycle time and costs.

These agencies continually evaluate their business processes, technologies and organizational structures to provide the most efficient processes for making and publishing decisions to meet the expectations of the customer. The term customer includes the applicant, the Army, the public and Congress. An environment of continuous improvement in business processes will be engendered in these agencies.

| Goal 6: Support Soldiers, veterans, civilians and families through timely, fair and equitable decisions. | |
|---|---|
| Objective | Performance Measures |
| 6.1. Make timely, legal and accurate decisions that support the best interests of the Army, Soldiers, veterans and their family members; Army civilians, former employees and job applicants. | <ul style="list-style-type: none"> • Percentage of ARBA cases processed under 300-day mandate • Percentage of ABCMR boarded cases granted relief • Percentage of ADRB boarded cases granted relief • Percentage of ARBA cases granted relief without boarding • Percentage of EEO cases resolved • Percentage of EEO cases processed within 180 day timeframe • Percentage of EEO cases resolved by Alternate Dispute Resolution (ADR) • Number of EEO findings of discrimination per Major Command (MACOM) and Army-wide • Percentage of HR discharges approved of discharges requests received • HR discharge request processing time • Percentage of HR recollections/recoupments approved of cases received • HR recollection/recoupment case processing time • Percentage of HR exceptions to policy granted of requests received • HR exception to policy request processing time |
| 6.2. Continually define, measure, analyze and improve business processes, technology and organizational structures to meet statutory/regulatory mandates, exceed customer expectations and reduce cycle time and costs. | <ul style="list-style-type: none"> • Percentage of change in processing time • Percentage of case processing automated or paperless • Percentage of customer satisfaction with case processing • Number of business improvements (process, technology, organizational) |

Goal 7: Advocate Reserve policy and resourcing matters within the Army, the Office of the Secretary of Defense and the Joint Staff.

A key aspect of the ASA (M&RA) mission is advocacy and oversight of the Army's RC. Since 9/11, the operational role of the RC has continued to expand. In order to support the growing requirements, the RC must transform and the systems and processes that support them must also be changed. The ASA (M&RA) has continued to place added emphasis on RC human resource life cycle management, manpower, organizations, training and readiness.

Performance Objectives

7.1. Develop and coordinate policies that transform the Reserve Component into an accessible force that is trained and ready to meet the challenges of the 21st century.

This competency will require dedication of resources and capabilities. The complexity of assessing the impact of policies, the need for new or changed policies and the need to fully understand the assistance required by one or both Reserve Components requires that an RC clearing house be established within ASA (M&RA). This organization must account for the RC voice within transformation, budgeting and policy forums that operate largely with a total force focus.

7.2. Improve communications within Headquarters, Department of the Army, the Reserve Component, Office of the Secretary of Defense and Joint Staff on Reserve matters.

The complexity of synchronizing and integrating the myriad of actions required to transform the RC requires a concerted effort to effectively communicate with the HQDA staff, OSD, other government agencies, RC associations and Congress. This communication is critical in order to achieve the necessary legislative and policy changes required by transformation and operational requirements.

7.3. Ensure the availability of Reserve Component forces to support Combatant Commander requirements.

The ASA (M&RA) must shape and guide Army efforts to incorporate the RC into the ARFORGEN model to ensure the readiness and availability of RC forces. These forces must be transformed into a modular force that is flexible, adaptable and agile enough to

respond to the entire spectrum of operations, traditional, catastrophic or irregular.

7.4. Work within the Army Staff to increase awareness of the Army Reserve Component's requirements and contributions as an Operational Force.

The ASA (M&RA) must improve the Army's awareness of the RC as an Operational Force, its requirements and contributions, and the inseparable role it fulfills in enabling the Army to perform its world-wide missions. Improving awareness within the AC and among Army senior leaders will ensure that the operational nature of the RC is better understood, and that the needs of the RC will be addressed at the start of planning, resourcing, and executing Army missions. The RC as an Operational Force plays a critical role in relieving AC operational tempo and stress, supports Army transformation, and reinforces the Army's ability to maintain an All Volunteer Force. The ASA (M&RA) must identify and eliminate barriers that inhibit the capabilities of the RC, and in-turn, increase its integration, utilization, and readiness as part of the Army's modular force.

| Goal 7: Advocate Reserve policy and resourcing matters within the Army, the Office of the Secretary of Defense and the Joint Staff. | |
|--|---|
| Objective | Performance Measure |
| 7.1. Develop and coordinate the policies that transform the Reserve Component into an accessible force that is trained and ready to meet the challenges of the 21 st century. | <ul style="list-style-type: none"> • Decreased mobilization cycle time • Maximized amount of alert time available to commanders and Soldiers while increasing time for mobilization preparation • Increased level of Secretariat oversight of RC readiness issues |
| 7.2. Improve communications within Headquarters, Department of the Army, the Reserve Components, Office of the Secretary of Defense and Joint Staff on Reserve matters. | <ul style="list-style-type: none"> • Number of products produced by RC forums that align with ASA (M&RA) vision • Level of support for Army RC issues by Office of the Assistant Secretary of Defense (OASD) Reserve Affairs (RA) |
| 7.3. Ensure the availability of RC forces to support Combatant Commander requirements. | <ul style="list-style-type: none"> • Number of days prior to mobilization access to RC Forces is approved. • Number of days prior to mobilization that individual orders are issued to Soldiers • Percentage of mobilized force that are enrolled for early TRICARE access prior to mobilization |
| 7.4. Work within the Army Staff to increase awareness of the Army Reserve Component's requirements and contributions as an Operational Force. | <ul style="list-style-type: none"> • Number of initiatives and programs assessed, implemented, or improved that eliminate formal and informal barriers to RC integration, utilization, and readiness • Number of opportunities identified and acted upon to raise awareness of the RC as an Operational Force and its contributions to the AC • Number of forums participated in and products produced for Army senior leader forums that clearly communicate the unique qualities, contributions, and requirements of the Army RC as an Operational Force |

APPENDIX A

STRATEGIC PLANNING APPROACH

Our strategic planning approach establishes organizational focus and sets the future direction for ASA (M&RA) while accounting for environmental changes impacting manpower, personnel, AC and RC affairs. Our strategic approach ensures alignment with overall Department of the Army and DoD priorities, while anticipating and better positioning to meet future needs. To focus our efforts as a key partner in the Joint Team strategic planning process, we incorporated guidance from the ASPG, APS, GPRA, the President's Management Agenda and additional Army and DoD guidance. This strategic plan provides an enduring framework for improvement, while producing a roadmap resulting in tangible improvements that can be realized in the short term.

The strategic plan is composed of five sections that highlight the context for developing ASA (M&RA)'s leadership, direction and priorities. Illustrated in **Figure 2**, are the building blocks – mission, vision, values, goals and objectives – that move the organization forward with a defined direction. They also provide a clear road map to illustrate how each component of the plan should be executed within the constraints of a changing environment, shifting personnel and budget priorities. The mission section identifies the primary aims of the ASA (M&RA) organization, as well as its priorities in the coming years. The remainder of the Strategic Plan provides an overview of our strategic vision, values, goals, objectives and describes strategies for each associated goal.

The strategic goals outlined in this plan are target levels of performance as driven by our customers, regulatory requirements and core competencies. Our strategic objectives further define how we will achieve our goals. The Office of the ASA (M&RA) will also develop action plans that identify the specific activities to be undertaken to implement the plan. Moving forward, our approach is to review and revise the overall strategic plan annually, and evaluate action plan progress quarterly to maintain focus and continuously monitor our goals.

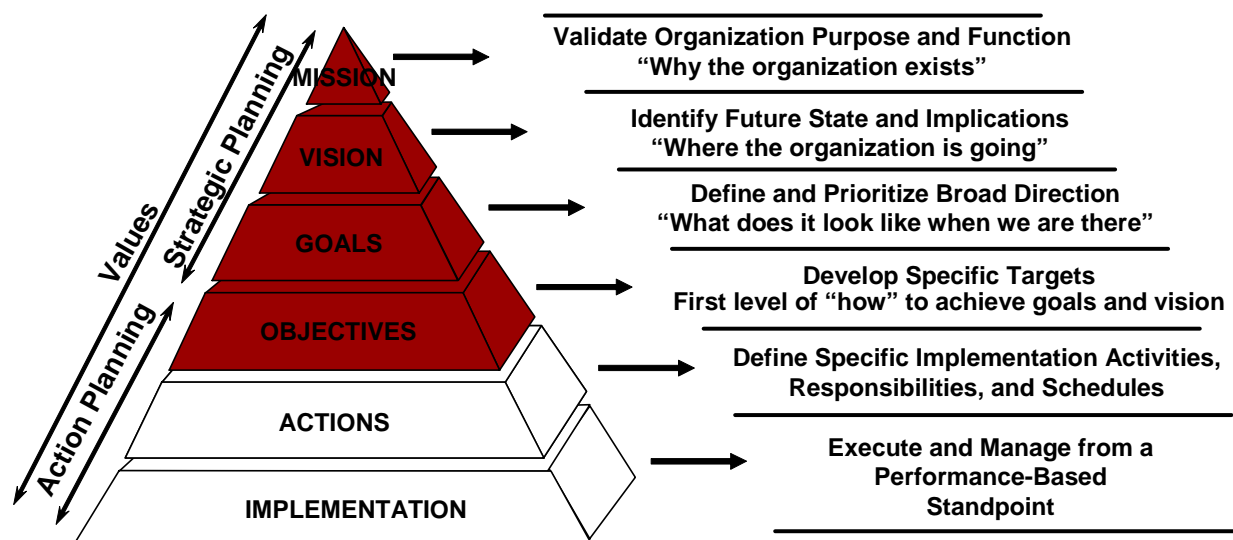


Figure 2. Strategic Planning Model

The initial planning process focused on defining the ASA (M&RA) strategic direction. As part of this process, SPIO conducted more than forty internal and external stakeholder interviews. The purpose of the interviews was to incorporate key stakeholder, customer or interested parties' perspectives into the ASA (M&RA) strategic planning process and to identify emerging trends that could potentially impact ASA (M&RA).

These interviews, coupled with the research performed, also provided insight on our customer needs, organizational awareness and responsiveness by identifying and analyzing major factors with potential strategic and or tactical impact. Analysis of the interview and research results helped to identify key environmental factors, trends and challenges and to shape our strategic goals and objectives.

ASA (M&RA) executives then met to establish a new mission and provide guidance on revising the organization's vision, values, goals and objectives. This mission is a derivative of the statutory requirements prescribed in U.S. Code, Title 10. A Strategic Planning Committee (SPC) comprised of senior representatives from each ASA (M&RA) Directorate used the executive direction obtained from the leadership to develop and recommend a vision statement, detailed goals, objectives and measures of success to help the organization fulfill its mission. After further refinement of these recommendations, the ASA (M&RA) executives and the SPC worked together to develop action plans that provide the detailed framework for implementing ASA (M&RA) strategic goals and objectives. ASA (M&RA) will continue to rely on the Strategic Management System (SMS)/Balanced Scorecard construct to monitor how well the elements of strategy, operations, budgeting and employee accountability are combined.

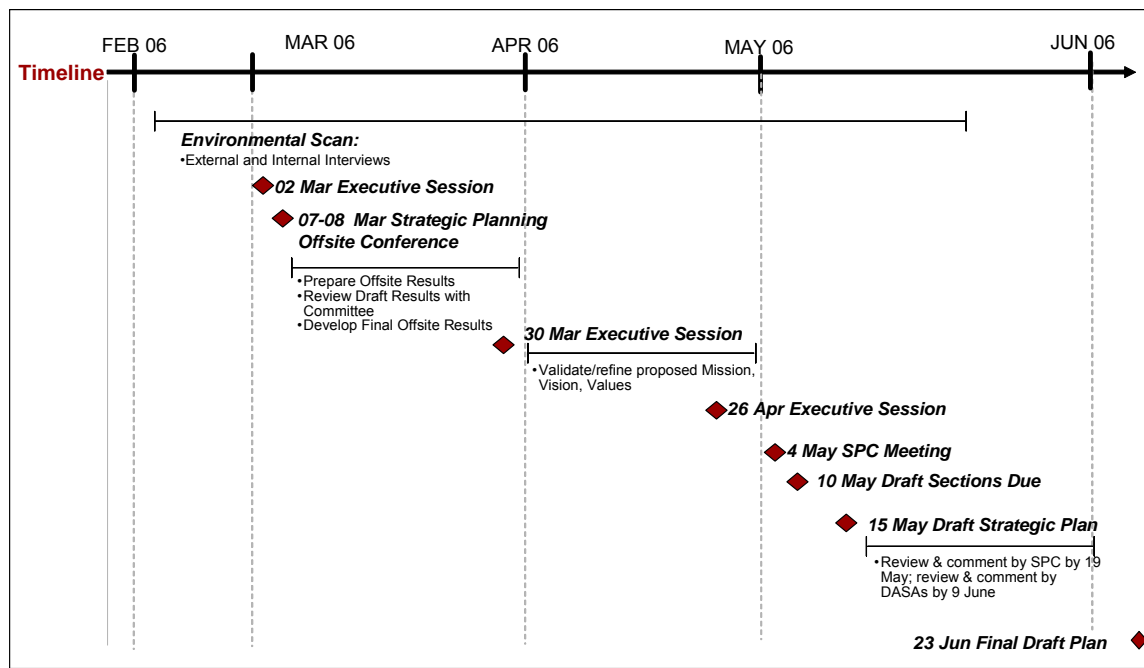


Figure 3. ASA (M&RA) Strategic Planning Timeline

Strategic Planning Roles

The ASA (M&RA) Senior Leadership Executive Council is comprised of the Principal Deputy Assistant Secretary, DASAs and the Chief, SPIO. Their critical role in the development of the strategic plan was to:

- Serve as ASA (M&RA)'s senior decision-making body for organization strategic direction and planning.
- Develop broad ASA (M&RA) mission, vision, values and goals and review internal and external interview analysis.
- Review and modify draft planning documents.
- Approve draft ASA (M&RA) Strategic Plan.
- Provide systemized and integrated strategic direction and planning to all ASA (M&RA) directorates and offices for implementation.
- Deliver top-level guidance for the formulation of the Strategic Plan.

The SPC, comprised of senior representatives from each ASA (M&RA) Directorate, served to:

- Assist in developing planning strategy and milestones.
- Participate as an active member of the Strategic Planning Committee Workgroup Sessions.
- Conduct independent research and analysis and share information during the Conferences.
- Develop vision, value, goals and objective options for consideration.
- Describe and identify performance measures for each performance objective.
- Advise and assist DASAs.
- Prepare written document to support aspects of the strategic plan.

APPENDIX B

ASA (M&RA) ORGANIZATIONAL HISTORY (SUMMARY)

The lineage of the ASA (M&RA) organization mirrors the ever changing needs of the Army, the attitudes of its leaders and impact of a variety of forces outside the Army that have molded the Army's size and organizational structure over the past forty years.

The War Department entered World War II with a Secretariat and a personnel system that was badly fragmented between a host of military agencies. Although this situation improved somewhat during the course of the war, Secretary of War Stimson refrained from creating a manpower "czar" within his office. After the war, the Secretariat continued to take a decentralized approach to manpower affairs until 1950, when Secretary Gray moved to centralize responsibility for the Army's civilian, military and reserve personnel policy under one individual. Nevertheless, manpower functions continued to be of secondary importance and it was not until the Korean War raised serious manpower problems that the Army finally established an Assistant Secretary for Manpower and Reserve Forces, and made manpower issues his primary, rather than his secondary, concern.

After the end of the Korean War, the Office of the Assistant Secretary of the Army (Manpower and Reserve Forces) began to assume responsibilities that were only peripherally related to its core manpower, personnel and reserve forces mission. Some of these tasks, such as overseeing Army exchanges and commissaries, personnel security and the custody of military prisoners were given to the office because they were "personnel related" functions for which no other Assistant Secretary appeared suitable. Other functions, such as military history bore no relation at all to personnel matters and by 1961 the Assistant Secretary for Manpower, Personnel and Reserve Forces had assumed duties ranging from continental defense and real property to housing and a variety of civil functions – all in addition to its central manpower functions.

All of this came to an abrupt end in 1961, when congressionally imposed limits on the size of the Secretariat and the need for internal restructuring within the Army led the Secretary of the Army Staff to abolish the Office of the Assistant Secretary of the Army (Manpower, Personnel and Reserve Forces) and to transfer the majority of its functions to the Office of the Under Secretary. The Under Secretary continued to oversee Army personnel issues until early 1968, when Congress directed that the Army create a new Assistant Secretary for the specific purpose of managing manpower and reserve affairs.

In the years since its resurrection in 1968, the Office of the Assistant Secretary (Manpower and Reserve Affairs) (OASA (M&RA)) has been assigned an ever growing list of functions, much in the way that its predecessor had grown prior to 1961. There are three reasons for this general expansion in the duties assigned to the OASA (M&RA). First, over the past two decades there has been a genuine trend to increase the role civilian leadership plays in the day-to-day management of the Armed Forces. This strengthening of civilian authority has resulted in the creation of a more powerful

and more active Secretariat than existed prior to World War II. Total Army Concept has elevated the importance of these forces within the Army establishment. Finally the adoption of the Volunteer Army, after the end of the Vietnam War, has led to an increasing emphasis on morale, welfare and equal opportunity issues, all of which have fallen under the purview of ASA (M&RA).

Starting in 1994, the ASA (M&RA) provided policy management oversight of the civilian personnel management and civilian manpower management functioning using the definitions for the functions as approved by the Secretary in 1994. In 2001, as part of the HQDA Realignment Task Force, these functions were realigned to the Army Staff, under the leadership of the Deputy Chief of Staff (DCS), Personnel, now DCS G1.

The Office of the ASA (M&RA) currently operates under General Order 3, dated 9 July 2002. An excerpt of this General Order regarding ASA (M&RA) responsibilities is provided at Appendix C.

APPENDIX C

HQDA GENERAL ORDER 3 RESPONSIBILITIES

(9 JULY 2002)

The ASA (M&RA) currently operates under General Order 3, dated 9 July 2002. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) has the principal responsibility for setting the strategic direction and providing the overall supervision for manpower, personnel, and Reserve affairs across all the Army components (Active, Guard, Reserve, civilian and contractor). Among the responsibilities of the ASA (M&RA) are—

- a. Advising the SA on all matters relating to human resources and Reserve affairs matters.
- b. Ensuring Manpower and Personnel Integration (MANPRINT) is considered and executed in the material acquisition process.
- c. Overseeing the current and future personnel readiness and well-being of the Army through the development and integration of human resource policies and programs across all components (Active, Guard, Reserve, civilian and contractor).
- d. Providing military and civilian Human Resources policy, programming, and oversight. These areas include but are not limited to accessions; recruiting; retention; well-being programs; leadership; compensation and entitlements; Morale, Welfare, and Recreation (MWR) and family support programs; civil-military cooperative programs to include Junior Reserve Officers' Training Corps (JROTC); awards; boards; the military postal system; the Chaplaincy Program; the Army History Program; health affairs; education programs; the Soldiers' and Airmen's Home; equal opportunity, equal employment opportunity and sexual harassment; and special interest human resource programs. Providing policy, programming and oversight for the Army marketing and advertising strategy for recruiting.
- e. Overseeing the personnel security, corrections, discipline, Office of the Special Counsel investigations; law enforcement; and military justice matters in coordination with the Army General Counsel.
- f. Designating a senior official to serve on the Board of Directors of the Army and Air Force Exchange Service and on the Defense Commissary Operating Board. Overseeing all Army exchange and commissary matters.
- g. Developing and overseeing interment/inurnment policy at Arlington National Cemetery. Coordinating and overseeing military burial honors; casualty, mortuary, and memorial affairs; prisoner of war/missing in action (POW/MIA) policy; and the Army Memorialization Program.

h. Developing and overseeing the policies and programs pertaining to mobilization, demobilization, and accessibility of the Reserve Components.

i. Providing overall supervision of Reserve affairs matters across all aspects of Army business.

j. Overseeing and reviewing all policies and programs pertaining to readiness resourcing; training; force structure; and professional and leader education and development.

k. Providing guidance and direction to the Army Reserve Forces Policy Committee.

l. Providing policy and oversight of Army manpower requirements determination and resource allocation for all the Army components across all major Army commands and separate agencies (Active, Guard, Reserve, Joint, and Defense). Providing oversight to the Army Directed Military Overstrength Program and servicing as the Army proponent of military manpower requirements outside of the DoD. Is responsible to the SA for all Manpower Management policies and the development and publication of all manpower reports to Congress, as outlined in applicable law.

m. Providing guidance and direction for the utilization of contractor manpower.

n. Providing policy, programming, and oversight of Army organization and force structure, to include the Army force management initiatives that affect the Operating and Generating Forces (Active, Guard and Reserve). Has responsibility for execution of the Army Management Headquarters Account (AMHA).

o. Providing the policy, programming, and oversight of all Army workforce mix initiatives for active military personnel, Army civilian personnel, Army National Guard military and civilian personnel, Army Reserve military and civilian personnel, and Army contractors. This includes the policy; challenges and appeals; exemption approval; and reporting requirements under the Federal Activities Inventory Reform Act; oversight and management of contractor manpower reporting requirements; oversight and management of core competencies and workforce mix in relation to inherently governmental and outsourcing requirements; oversight and management of military to civilian conversions; and the oversight of workforce mix documentation in both the Operating and Generating Forces.

p. Providing oversight of the Army Congressional Fellowship Program.

q. Administering the Army Board for the Correction of Military Records, Military Review Boards, and the Army Clemency and Parole Board for the SA.

r. Overseeing the Army-wide Equal Employment Opportunity Program and complaint process.

APPENDIX D

PERFORMANCE MEASURES SUMMARY

| Goal 1: Build a relevant, ready and feasible Total Force that is agile, adaptive and organized for the 21st century. | |
|---|---|
| Objective | Performance Measures |
| 1.1. Develop workforce sizing and mix options. | <ul style="list-style-type: none"> • Number of military to civilian conversions identified that enable SA end strength plan • Savings resulting from workforce sizing and mix strategies implemented by the SA • Percent of contract services linked to requiring activity |
| 1.2. Shape options to balance Active Component/Reserve Component force structure. | <ul style="list-style-type: none"> • Increase in Low Density/High Demand capabilities to support the ARFORGEN |
| 1.3. Shape the transformation of Army organizations and functions. | <ul style="list-style-type: none"> • Number of Lean Six Sigma projects completed • Number of major organizational studies completed |
| 1.4. Enhance Army manpower requirements process. | <ul style="list-style-type: none"> • Number of manpower models developed for Army-wide application |

| Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian. | |
|---|---|
| Objective | Performance Measures |
| 2.1. Put plans, policies and guidelines in place to meet recruiting and retention goals. | <ul style="list-style-type: none"> • Meeting Army goals for retention rates • Decreasing initial entry attrition rates • Decreasing Advanced Individual Training (AIT) recycle rates • Decreasing AIT failure rates • Second Lieutenant accession rates • Company grade officer retention rates |
| 2.2. Foster renewed connectivity with Army veterans, supporters and families. | <ul style="list-style-type: none"> • Number of Freedom Team Salute contacts • RC Soldier rehire rate after redeployment • Number of veterans and Army family members filling DA Civilian positions • Positive DA Civilian survey results |
| 2.3. Implement the National Security Personnel System for the Army with necessary plans, policies and guidelines. | <ul style="list-style-type: none"> • Decreasing position vacancy rates • Lower retraining costs • Positive trend on NSPS Baseline review |
| 2.4. Remove obstacles, barriers, or bias to ensure that expected participation rates are met, support Army requirements and embrace Army vision and values. | <ul style="list-style-type: none"> • Attitude survey results • Percentage of personnel selected for promotion • Percentage of personnel selected for schools • Percentage of EEO recruiting goals achieved |
| 2.5. Effectively transition the Army to the new advertising agency. | <ul style="list-style-type: none"> • Percentage of current projects transferred seamlessly • Percentage of products that demonstrate strong understanding of Army culture (avoidance of mistakes from new company) • Percentage of transition executed w/in budget |

| Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian. | |
|---|---|
| Objective | Performance Measures |
| 2.6. Take action to develop, update and issue policies, programs and/or regulations in support of current and future force needs. | <ul style="list-style-type: none"> • Percentage of redeployed Soldiers receiving Post Deployment Health Risk Assessment (PDHRA) contact increases • Decrease in retiree recall process time • Increase in Army Medical Department (AMEDD) clinician retention rates |
| 2.7. Identify barriers to civilian Equal Employment Opportunity in the workplace. | <ul style="list-style-type: none"> • Number of identified barriers to equal employment opportunity • Participation rates of women, minorities and individuals with disabilities in Army-wide career development training and programs • Percentage of departures (and identified causes) among women, minorities and individuals with disabilities |

| Goal 3: Train and educate Army Soldiers, leaders and civilians. | |
|--|---|
| Objective | Performance Measures |
| 3.1. Provide guidance and direction to the Training Program Evaluation Group. | <ul style="list-style-type: none"> • Percentage funding of validated requirements |
| 3.2. Shape the design and execution of the Army Forces Generation Model (ARFORGEN) training strategy for the Army. | <ul style="list-style-type: none"> • On-time implementation of ARFORGEN per approved schedule • Percentage reduction in RC mobilization training time |
| 3.3. Advance the Army's implementation of the Office of the Secretary of Defense's (OSD) language roadmap. | <ul style="list-style-type: none"> • On-time completion of Defense Language Roadmap Army deliverables |
| 3.4. Guide the development of training strategies that enable an Operational Reserve. | <ul style="list-style-type: none"> • Global Status of Readiness and Training Systems (GSORTS) / Defense Readiness Reporting System (DRRS) data on RC readiness • Post mobilization attrition rates • Percentage reduction in medical disqualifications at mobilization sites |
| 3.5. Shape the development of training strategies that enable modularity/transformation. | <ul style="list-style-type: none"> • Training strategy implementation meets transformation milestones |

Goal 4: Lead transformation efforts in the human capital domain through continuous improvement of policies and processes, and leveraging best business practices.

| Objective | Performance Measures |
|---|---|
| 4.1. Apply continuous process improvement principles to the human capital enterprise. | <ul style="list-style-type: none"> • Amount of Army resources saved from business transformation efforts in which ASA (M&RA) assisted • Number of Lean Six Sigma (LSS) projects managed (annually) • Percentage of cost avoidance or efficiency improvement demonstrated in programs or work processes • Percentage of eligible leaders trained in LSS • Percentage of eligible staff trained in LSS • Number of staff who participated as Project Sponsor, Subject Matter Expert, Green Belt or Black Belt on LSS projects |
| 4.2. Adapt ASA (M&RA) organizational construct and sizing to reflect strategic goals and workload. | <ul style="list-style-type: none"> • Ratio of military, civilian employees and contractors on-board in support of ASA (M&RA) work • Percentage of managers who indicate that their workforce has the job-relevant knowledge and skills necessary to accomplish the organizational goals |
| 4.3 Increase strategic relationships and communications with other Army and DoD organizational elements, Congress, government, industry and academia. | <ul style="list-style-type: none"> • Number of new alliances or partnerships developed • Number of outreach activities • Number of productive contact events with industry, academia and other Government Agencies • Number of contact meetings or discussions with Congressional members or Staffers |

| Goal 5: Insure the ASA (M&RA) workforce is an assertive, diverse, highly-skilled, cohesive team prepared to meet the Army's human capital challenges, today and tomorrow. | |
|--|---|
| Objective | Performance Measures |
| 5.1. Recruit and attract a talented, motivated and diverse workforce committed to excellence. | <ul style="list-style-type: none"> • Percentage of workforce matched to needs (in numbers and skills) • Average length of time to fill vacancies • Workforce composition/diversity trends |
| 5.2. Embrace a results-oriented, high performance workforce ethic that links performance to organizational goals and desired results. | <ul style="list-style-type: none"> • Percentage of workforce with individual performance standards linked to ASA (M&RA) goals and objectives • Linkage between performance and compensation determinations |
| 5.3. Optimize workforce capabilities by continually assessing, training and developing personnel. | <ul style="list-style-type: none"> • Percentage of resources expended on training • Number of workforce weeks expended on leadership training • Number of workforce weeks expended on technical training • Percentage of annual training plan achieved • Number of workforce weeks expended on developmental assignments |
| 5.4. Create a work environment that is conducive to professional success and personal fulfillment. | <ul style="list-style-type: none"> • Workforce turnover rates • Workforce satisfaction survey results • Number of new workplace initiatives adopted |

| Goal 6: Support Soldiers, veterans, civilians and families through timely, fair and equitable decisions. | |
|---|---|
| Objective | Performance Measures |
| 6.1. Make timely, legal and accurate decisions that support the best interests of the Army, Soldiers, veterans and their family members; Army civilians, former employees and job applicants. | <ul style="list-style-type: none"> • Percentage of ARBA cases processed under 300-day mandate • Percentage of ABCMR boarded cases granted relief • Percentage of ADRB boarded cases granted relief • Percentage of ARBA cases granted relief without boarding • Percentage of EEO cases resolved • Percentage of EEO cases processed within 180 day timeframe • Percentage of EEO cases resolved by Alternate Dispute Resolution (ADR) • Number of EEO findings of discrimination per Major Command (MACOM) and Army-wide • Percentage of HR discharges approved of discharges requests received • HR Discharge request processing time • Percentage of HR recollections/recoupments approved of cases received • HR Recollection/recoupment case processing time • Percentage of HR exceptions to policy granted of requests received • HR Exception to Policy request processing time |
| 6.2. Continually define, measure, analyze and improve business processes, technology and organizational structures to meet statutory/regulatory mandates, exceed customer expectations and reduce cycle time and costs. | <ul style="list-style-type: none"> • Percentage of change in processing time • Percentage of case processing automated or paperless • Percentage of customer satisfaction with case processing • Number of business improvements (process, technology, organizational) |

| Goal 7: Advocate Reserve policy and resourcing matters within the Army, the Office of the Secretary of Defense and the Joint Staff. | |
|--|---|
| Objective | Performance Measure |
| 7.1. Develop and coordinate the policies that transform the Reserve Component into an accessible force that is trained and ready to meet the challenges of the 21 st century. | <ul style="list-style-type: none"> • Decreased mobilization cycle time • Maximized amount of alert time available to commanders and Soldiers while increasing time for mobilization preparation • Increased level of Secretariat oversight of RC readiness issues |
| 7.2. Improve communications within Headquarters, Department of the Army, the Reserve Components, Office of the Secretary of Defense and Joint Staff on Reserve matters. | <ul style="list-style-type: none"> • Number of products produced by RC forums that align with ASA (M&RA) vision • Level of support for Army RC issues by Office of the Assistant Secretary of Defense (OASD) Reserve Affairs (RA) |
| 7.3. Ensure the availability of RC forces to support Combatant Commander requirements. | <ul style="list-style-type: none"> • Number of days prior to mobilization access to RC Forces is approved. • Number of days prior to mobilization that individual orders are issued to Soldiers • Percentage of mobilized force that are enrolled for early TRICARE access prior to mobilization |
| 7.4. Work within the Army Staff to increase awareness of the Army Reserve Component's requirements and contributions as an Operational Force. | <ul style="list-style-type: none"> • Number of initiatives and programs assessed, implemented, or improved that eliminate formal and informal barriers to RC integration, utilization, and readiness • Number of opportunities identified and acted upon to raise awareness of the RC as an Operational Force and its contributions to the AC • Number of forums participated in and products produced for Army senior leader forums that clearly communicate the unique qualities, contributions, and requirements of the Army RC as an Operational Force |